STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

COMMAND INSPECTION PROGRAM
EXCEPTIONS DOCUMENT

Page 1 of 2

Command: Garberville	Division: Northern	Chapter: 7
Inspected by: James Malner, Sergeant		Date: April 25, 2010

INSTRUCTIONS: This document shall be typed. Check appropriate boxes as necessary, or fill in the blanks as indicated. Enter the chapter number of the inspection in the Chapter Inspection number. Under "Forward to:" enter the next level of command where the document shall be routed to and its due date. This document shall be utilized to document innovative practices, suggestions for statewide improvement, identified deficiencies, corrective action plans. A CHP 51 Memorandum may be used if additional space is required.

TYPE OF INSPECTION

☐ Division Level   ☒ Command Level

☐ Executive Office Level

Total hours expended on the inspection:
Two

☐ Corrective Action Plan Included

☐ Attachments Included

Follow-up Required:

☐ Yes   ☒ No

Forward to:
Northern Division

Due Date: May 10, 2010

Chapter Inspection:

Inspector's Comments Regarding Innovative Practices:
Although not necessarily an innovative practice, a joint brief/debrief is conducted at 1800 hours when a shift supervisor is not available for the 0600 shift briefing. This briefing thus covers both shifts and the attending officers can trade useful information in a timely manner.

Command Suggestions for Statewide Improvement:
None.

Inspector's Findings:
Refresher training for photography will be incorporated into the Area's training protocol. The training will address evidence/court issues as well as efficient storage of digital images.

Commander's Response: ☐ Concur or ☐ Do Not Concur (Do Not Concur shall document basis for response)

Inspector's Comments: Shall address non concurrence by commander (e.g., findings revised, findings unchanged, etc.)

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Required Action

Corrective Action Plan/Timeline

None.

	COMMANDER'S SIGNATURE	DATE
☐ Employee would like to discuss this report with the reviewer. (See HPM 9.1, Chapter 8 for appeal procedures.)	FOR A.E. JAGER, COMMANDER	5-4-10
	INSPECTOR'S SIGNATURE	DATE 5-3-10
☐ Reviewer discussed this report with employee ☒ Concur ☐ Do not concur	REVIEWER'S SIGNATURE Stephen Bell	DATE 5/12/10

CHP 680A (Rev. 02-09) OPI 010

AREA	DIVISION	NUMBER
Garberville	Northern	126
EVALUATED BY		DATE
Sergeant James Malner, #11912		04/25/2010

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION	SUSPENSE DATE
☐ Formal Evaluation　☑ Informal Evaluation	05/03/2010

FOLLOW-UP REQUIRED		COMMANDER'S REVIEW	DATE
☐ Yes　☑ No	☐ Correction Report BY _____	*(signature)*	5/4/10

1. GENERAL

	EVALUATED	ACTION REQUIRED	CORRECTED
	Yes	None	Not applicable

	EVALUATED	ACTION REQUIRED
a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values?	☑ Yes	☐ No
(1) Are the employees capable of performing and maintaining essential services to the public?	☑ Yes	☐ No
(2) Are upward mobility and career development programs and training available to interested employees?	☑ Yes	☐ No
b. Do supervisors at all levels assume responsibility for the development and training of their employees?	☑ Yes	☐ No
(1) Do supervisors review and assess specific training needs with employees annually?	☑ Yes	☐ No
(a) Is this review done in conformance with the departmental Out-Service Training Plan?	☑ Yes	☐ No
c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses?	☑ Yes	☐ No
(1) Do employees seek information on training opportunities to improve their job performance?	☑ Yes	☐ No
(2) Do employees initiate their own career development plan?	☑ Yes	☐ No
(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training?	☑ Yes	☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)

	EVALUATED	ACTION REQUIRED	CORRECTED
	Not applicable		

a. What are the commander's plans for developing Area lieutenants?

	Yes	No
(1) Are the plans in writing?	☐ Yes	☐ No
(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans?	☐ Yes	☐ No
(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department?	☐ Yes	☐ No
(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports?	☐ Yes	☐ No
(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports?	☐ Yes	☐ No
(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.?	☐ Yes	☐ No

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?	☐ Yes	☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work?	☐ Yes	☐ No
(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?	☐ Yes	☐ No
(d) Are the lieutenants participating in Headquarters career development assignments?	☐ Yes	☐ No
b. Are lieutenants given freedom to manage their respective operations?	☐ Yes	☐ No
(1) Are the lieutenants effective supervisors?	☐ Yes	☐ No
(2) Are the lieutenants developing managerial skills in subordinate supervisors?	☐ Yes	☐ No
(3) Are the lieutenants well-organized in their work?	☐ Yes	☐ No
(a) Do they maintain files to assist in evaluations?	☐ Yes	☐ No
(b) Do they plan and make effective use of time?	☐ Yes	☐ No
(c) Do they work closely with subordinates?	☐ Yes	☐ No
(d) Do they foresee problems and plan for them?	☐ Yes	☐ No
(e) Do they have an "open door" policy that does not circumvent the sergeant's authority?	☐ Yes	☐ No

3. SERGEANTS	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicable
a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?	☑ Yes	☐ No	
(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities?	☑ Yes	☐ No	
(a) Do the sergeants maximize their on-the-road field supervision time?	☑ Yes	☐ No	
(b) Do the sergeants properly apply management philosophies and supervisory skills?	☑ Yes	☐ No	
(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?	☑ Yes	☐ No	
(2) Do the sergeants assist in the development of their subordinates?	☑ Yes	☐ No	

(a) After officers with supervisory potential are identified, what is done to develop that potential? Officers are cultivated for promotion and assisted in the Sergeant promotional process with study material, interview skills and mentoring.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?	☑ Yes	☐ No
(a) Do the sergeants' actions show a willingness to become involved?	☑ Yes	☐ No
(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?	☑ Yes	☐ No
(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?	☑ Yes	☐ No
(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?	☑ Yes	☐ No
(5) Is there an established system for sergeants' ride-alongs?	☑ Yes	☐ No

(a) Are sergeants conducting ride-alongs as required?	☑ Yes	☐ No
(b) How are ride-alongs documented? On a POST evaluation form and a quarterly tracking roster.		
(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?	☑ Yes	☐ No
(a) How is courtroom observation documented? Sergeants attend court and make comments on CHP 100 forms.		
(b) Has courtroom procedures/testimony training been provided for officers?	☑ Yes	☐ No
(7) What policy does Area have for review of reports? Sergeants review all arrest reports and related documents. Sergeants also review all trainee reports.		
(a) How often do sergeants review and, if necessary, discuss reports with officers? Every shift a sergeant reviews reports. If corrections are needed the report is returned. If the report is unsatisfactory the sergeant coordinates the corrections.		
(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	☑ Yes	☐ No
(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?	☑ Yes	☐ No
(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?	☑ Yes	☐ No
(a) Do they assist with felony arrests or respond to physical arrest incidents?	☑ Yes	☐ No
(b) Do they respond to specific types of accidents? *(If yes, specify.)*	☑ Yes	☐ No
Fatal and major injury collisions, CHP and allied agency collisions.		
(c) What role do sergeants assume at accident scenes? They assume Incident Command and scene management roles as needed.		
(d) Are sergeants aware of MAIT call-out criteria?	☑ Yes	☐ No
(e) How many times has a sergeant been "called-out" to an accident in the past year? Approximately twenty times.		
(9) Are daily briefings held for each shift?	☐ Yes	☑ No
(a) Are briefings interesting and meaningful, with the supervisor in control?	☑ Yes	☐ No
(b) How are briefing items and attendance documented and filed for future reference? By filing monthly CHP 160s, MIS and other departmental documents in an annual binder.		
(c) How are special duty officers briefed? By attending briefing and departmental e-mail. If they are not available for the briefing they read and acknowledge using the attendance roster on the CHP 160s.		
(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Planning calendars.		
(11) Do sergeants participate in Public Affairs activities?	☑ Yes	☐ No
(a) Have they received public speaking training from their commander?	☑ Yes	☐ No
(12) Do newly promoted or transferred sergeants receive proper orientation?	☑ Yes	☐ No
(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?	☑ Yes	☐ No

(a) How do sergeants keep current on additions or revisions to policy?   Printed copies sent to area, CHP Intranet, AIMs Northern,

e-mails from division, and participation in the SROVT program.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?	☑ Yes	☐ No
(c) Do the sergeants expedite training/briefing of recent changes for subordinates?	☑ Yes	☐ No

4. OFFICERS	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicable
a. Does Area have a formal orientation training program?			☑ Yes ☐ No
(1) Does a supervisor oversee this program?			☑ Yes ☐ No
(2) Are departmental guidelines followed for field orientation training?			☑ Yes ☐ No
(3) Are Area field training officers (FTOs) departmentally qualified?			☑ Yes ☐ No
b. Did Area adequately identify their needs when planning their training program?			☑ Yes ☐ No
(1) Has an effective training program plan been developed?			☑ Yes ☐ No
(a) Does it reflect both current and future needs?			☑ Yes ☐ No
(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?			☑ Yes ☐ No
(c) Are plans regularly updated?			☑ Yes ☐ No

(2) Who is responsible for training?   Training Sergeant

(a) Is this person effective?	☑ Yes	☐ No
(b) Are guest speakers and other instructors regularly scheduled?	☑ Yes	☐ No
(c) Are critiques used to ensure only the best presentations are scheduled?	☐ Yes	☑ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor?   Thorough knowledge of area personnel

and their capabilities, personnel files, training records, expressed desire to become an instructor in a particular field.

(3) What methods are used by Area to establish training needs?   Mandated annual POST decentralized training schedule, new

material forwarded by division or the CHP Academy, discussions at staff meetings, requests and suggestions from area personnel.

(a) Do training topics appear relevant?	☑ Yes	☐ No
(b) Are training results objectively evaluated on a regular basis?	☑ Yes	☐ No

c. Who is responsible for specialized training with the Area? Training Sergeant.

(1) Are all officers proficient with cameras?	☑ Yes	☐ No
(a) If not, are enough trained to meet operational needs?	☐ Yes	☐ No
(b) Is refresher training provided periodically?	☐ Yes	☑ No

(c) Who reviews photographs when they are returned? No longer applicable. All photographs are digital and are transferred to CD-R by the investigating officer prior to booking into Area files or evidence.			
(d) Is a specific individual responsible for camera maintenance?		☐ Yes	☑ No
(2) Is one specific person responsible for Defensive Driver Training?		☑ Yes	☐ No
(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual?		☑ Yes	☐ No
(3) Are there any special needs in the Area?		☐ Yes	☑ No
(a) If so, has any special training been provided in those areas?		☐ Yes	☐ No
(4) Are all officers currently certified in CPR?		☑ Yes	☐ No
(a) Is annual training conducted on schedule?		☑ Yes	☐ No
d. Is one specific person responsible for training records?		☑ Yes	☐ No
(1) Is a training chart utilized to record all training conducted in the Area?		☐ Yes	☑ No
(2) If a training chart is not used, what type of system is utilized by the Area? ETRS, signed rosters and delinquency lists. Quarterly training folder are used for training needs.			
(3) Are In-Service training records complete and current?		☑ Yes	☐ No
(a) Have officers new to the Area been added to the records?		☑ Yes	☐ No
(4) Are records of individual officers current?		☑ Yes	☐ No

5. NONUNIFORMED	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicable

a. What special training has been planned for nonuniformed employees? Department mandated training.

b. Is there a planned orientation for new employees?		☑ Yes	☐ No
(1) Is the departmental orientation guide for new employees being utilized?		☑ Yes	☐ No
(2) Have new employees reviewed the video, "Spirit of Excellence"?		☐ Yes	☑ No

6. EVALUATION PROCESS	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicable

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? The Garberville Area sergeants are in frequent contact with the officers. Area sergeants have the opportunity to meet with the officers both in the office and out in the field at a variety of incidents. Sergeants try to respond to as many field calls as possible and view the officers in the field during all aspects of their duties. This allows the sergeant to better evaluate the officers on a daily, monthly and annual basis.

(1) Are evaluation assignments equitable?		☑ Yes	☐ No
(2) Are evaluations done on schedule?		☑ Yes	☐ No
(3) How do lieutenants record their observations of the sergeants' critical task performance? Not applicable			

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b. What records do the supervisors keep on the employees they supervise?   ETRS, CHP 100 forms, personnel files, counseling notes on

112s.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations?	☑ Yes	☐ No
(a) Do records have a good balance of positive and negative comments?	☑ Yes	☐ No
(2) Do all documents and comments comply with the Peace Officers' Bill of Rights?	☑ Yes	☐ No
(3) Do all supervisors contribute to the records?	☑ Yes	☐ No
(4) Are similar records kept of supervisor's efforts?	☑ Yes	☐ No
c. Are evaluations realistic, objective, and meaningful?	☑ Yes	☐ No
(1) Are evaluations consistent in the rating process?	☑ Yes	☐ No
(2) Is there continuous and thorough documenting of performance at all command levels?	☑ Yes	☐ No
(3) Do employees feel their evaluations assist them?	☑ Yes	☐ No
(4) Are comments in the evaluation in keeping with their overall importance? Yes.		
(5) Is the performance objective monitored, with proper recognition given?	☑ Yes	☐ No
(6) Does the Area have a procedure to test the effectiveness of evaluations?	☑ Yes	☐ No
(7) Is the commander satisfied with the Area's evaluation process?	☑ Yes	☐ No
(8) Does the commander have a clear understanding of his/her role in the performance appraisal process?	☑ Yes	☐ No

7. INTERIM REPORTS	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicalbe
a. Are interim reports utilized as appropriate?	☑ Yes	☐ No	
(1) Do supervisors understand the procedures for issuing them?	☑ Yes	☐ No	
(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting?	☑ Yes	☐ No	
b. Are interim reports periodically updated and discussed with the employee?	☑ Yes	☐ No	
(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives?	☑ Yes	☐ No	
(2) Are definite methods outlined to achieve satisfactory performance?	☑ Yes	☐ No	
(3) Are controls and follow-up present?	☑ Yes	☐ No	
(4) Is the plan of action fully discussed with the employee?	☑ Yes	☐ No	
(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken?	☑ Yes	☐ No	

8. INCIDENT REPORTS (CHP 2)	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicable
a. Are local controls over CHP 2s reasonable?	☑ Yes	☐ No	

(1) Who can issue them? Area commander and area sergeants.

(2) How are they filed?   In the individual' personnel file and a copy is sent to division. Commendable CHP 2s are posted on the wall

in the briefing room.

(3) Are they available for supervisor's review?	☑ Yes	☐ No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? THE COMMANDER	☐ Yes	☐ No
b. Are incident reports properly worded?	☑ Yes	☐ No
(1) Do they state the subject in plain, concise language?	☑ Yes	☐ No
(2) When appropriate, do they set goals and provide meaningful direction?	☑ Yes	☐ No
(3) Do they accomplish their purpose?	☑ Yes	☐ No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	☑ Yes	☐ No

9. ATTITUDES AND DISCIPLINE	EVALUATED Yes	ACTION REQUIRED None	CORRECTED Not applicable

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? Employees have a sense of purpose, understand the important mission of the CHP and value their role in providing our unique brand of public service.

(1) Do officers feel their work is a valuable contribution to the departmental operation?	☑ Yes	☐ No
(2) Are there frustrations in their work?	☑ Yes	☐ No

(a) How can these frustrations be reduced? Officers can voice their frustrations/concerns with the area management/supervisory team. The CAHP Area representative is also used for any concerns and takes an active role in communication with the area management/supervisory team.

(3) Are employees familiar with recent changes in policy or procedure?	☑ Yes	☐ No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	☑ Yes	☐ No
(5) Do all employees get along well?	☐ Yes	☑ No
(6) Are there problem individuals?	☐ Yes	☑ No
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	☐ Yes	☐ No
b. Is there a positive motivation force present in the squad?	☑ Yes	☐ No
(1) Is a climate created so that individuals want to do a good job?	☑ Yes	☐ No
c. Are the grievance and complaint procedures understood by all supervisors and employees?	☑ Yes	☐ No

(1) How do supervisors feel about the procedures? Supervisors follow the complaint and grievance policies and understand that it is a necessary and productive part of an employee/supervisor relationship.

(2) If there has been a recent case filed, was it handled successfully?	☐ Yes	☐ No
(a) If no, did it properly proceed to the next appropriate level?	☐ Yes	☐ No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	☑ Yes	☐ No